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ABSTRACT

Sample policy statements, guidelines, and forms collected from 16 educational institutions with small public relations staffs are presented as a guide to campus relations personnel. The importance of written policies for small public relations staffs is emphasized, and it is proposed that there be a written job description for the public relations director. In addition to duties that the institution can economically afford for the director to undertake, there should also be a list of long-range and short-range public relations objectives and a published policy for centralized control of the media contacts. Sample policy guidelines for handling publications, crises, and media relations are provided. In addition to sample job descriptions and public relations objectives from several institutions, samples are presented of 10 forms that may be used for such routine jobs as gathering student information for hometown releases, compiling faculty biographical materials, and requesting photographic services. (SW)

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CASE

How to Make Big Improvements in the Small PR Shop

Compiled by R. Keith Moore

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How to Make Big Improvements in the Small PR Shop

Samples of policy statements, guidelines, and forms collected from educational institutions with small public relations staffs.

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Introduction

Surviving in a small public relations shop often depends as much on the understanding one has with those above, across, and below on the administrative ladder as on innate intelligence and ingenuity. Lacking the proper definition of one's duties and the procedural policies under which a PR Director must operate is similar to trying to repair a broken television without a schematic diagram. It's almost impossible.

These "understandings" should be written. They should include: 1) a job description for the Public Relations Director (or whatever the appropriate title is); 2) a list of long and short-range PR objectives; and 3) a published policy for centralized control of the media contacts. The job description limits the PR Director's duties to only those matters which the institution can economically afford for the director to undertake. It spells out the restrictions and responsibilities for which the employee is accountable. The list of long and short-range PR objectives assures that a unified concept is shared by both the director and top management as to what are the institution's main priorities. The published policy for centralized control of contacts with press, radio, and television representatives guarantees that the public relations executive is the primary contact for information about the school. This prevents non-PR members of the campus community from sending out misinformed and sometimes conflicting messages to the press and it eliminates many of those misunderstandings which frequently jeopardize the institution's credibility.

With these documents available, and <u>with the President's support</u>, directing an institution's public relations program is greatly facilitated.

These items possibly are even more important in a one or two-person shop where the director's energies must be divided among a broad spectrum of responsibilities and his or her time is so scarce.

We also believe that surviving in a small PR shop requires the mechanizing of as many of the routine jobs as possible. On the following pages are some excellent examples of faculty biographical forms, student publicity forms, photo request forms, news event forms, and many others. While it was impossible to include all varieties of the forms, many of the materials we've included are indicative of the best techniques in use today at small PR operations on the nation's campuses.

We hope these samples provide some guidance for persons who may be just beginning to set up their campus relations office and for veteran professionals who may not yet have completed their repertoire of policy guidelines and routine job forms. We thank the men and women listed on the final page who generously contributed to this project. They have added valuable insights into the art of surviving--and thriving-- in the small PR shop.

--R. Keith Moore
Director, Educational Communications
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State University

SECTION ONE: POLICY GUIDELINES

SECTION ONE: POLICY GUIDELINES

Establishing any guideline for an activity which will work on all small campuses is risky business. Each institution must tailor its policies and procedures to the specific needs of its individual situation.

The following guidelines for institutional policies explain 1) the limits of operations of the small relations or information shop, 2) who speaks for the university, 3) who deals with the media, 4) how to handle a crisis situation, and 5) the centralizing of control for institutional publications. Few, if any, of these can be adopted exactly as they appear. Rather, they are provided to exhibit the type and scope of policies which are now working at similar small PR operations across the country. They could be adapted with a few modifications and would fit campuses elsewhere.

The administration of the College of St. Catherine (St. Paul, Minn.) takes steps to clarify the Public Information Office's responsibilities, not only to the director and to the top management, but to the faculty and staff as well. This clarification guarantees that all office clients understand the limits and responsibilities of the office. Publishing a description such as the following one which appears in the school's Faculty Handbook is an excellent idea:

> "The Public Information Office directs the dissemination of all campus news to the various media, press, radio, and television, and informs them of all newsworthy activities of the college, its faculty, students and other publics.
>
> "The office gathers information, distributes stories to the metropolitan media, prepares special stories about students for their hometown newspapers, arranges special features with the media, pictures, interviews, etc. It also sends special information to professional journals, magazines, events calendars, and works to coordinate its activities with student publications and general college publications.
>
> "The office serves as a contact point for news media personnel seeking information about the college, its faculty and administration, the students, etc. It helps them set up interviews, picture taking assignments, and otherwise assists them in their news gathering chores.

"The office gathers information for THE COG which is published every Thursday as a faculty newsletter and each month publishes a Public Events Calendar which is mailed free of charge to some 2,000 friends of the college and made available to faculty and students as well, giving its readers a comprehensive listing of public events taking place on campus."

Strong statements on central control of media contacts are often distributed on campuses, too. The following declaration from director Laura Radcliff's memo to the faculty leaves little doubt about Roberts Wesleyan College's (Rochester, NY) policy on the appropriate channels of communications with reporters and editors:

"A certain amount of control is in the hands of the Public Information Office to project an image of the college that is up-to-date, relevant and accurate . . . . ALL CONTACTS ARE INITIATED WITH THE NEWS MEDIA BY THE PUBLIC INFORMATION DEPARTMENT."

It also is made clear at Saint Mary's University (Halifax, Nova Scotia) and at several other institutions--in writing--as to who speaks for the University:

"The Director of Information Services in most situations talks with the media and gives the University's position on general issues as well as specific issues in time of crisis. When detailed information is required it should be given by the person most qualified to do so; such person would be chosen by the President in consultation with the Information Officer, and the sector of the University involved."

Written policies--when endorsed and fully supported by the President--provide clear understandings for everyone. The following policies are also helpful since they explain clearly who deals with the media as the institution's designate, they provide suggestions--(not directives)--on how faculty might wish to respond to media requests, they explain the campus' plan for dealing with the media in a crisis situation, and they offer guidelines for the proper procedures for producing quality publications. They could be modified slightly and adopted on other campuses.

MEDIA RELATIONS POLICY

(This internal memo used at Meredith College, Raleigh, NC, incorporates material developed by Arthur V. Ciervo of The Pennsylvania State University.)

One of the most valuable assets that any Information Services person has is the confidence that members of the press have in him. Without this confidence, his value to the institution he represents is limited.

It is therefore important that the Information Services Director always practice, with the full cooperation of the administration, policies and procedures which will gain for him the respect and confidence of the press. This is accomplished essentially through being candid and cooperative.

In the event of a crime or controversy, as well as in routine matters, it is up to the Information Services Director to see that the media get the actual facts as quickly as humanly possible. Attempts to suppress bad news almost invariably lead to unhappy consequences. The rumors are usually far worse than the published facts.

It is also wise to take the initiative in phoning "bad news" into the media for two other reasons:

1. Being first with the story gives the Information Services Director an opportunity, wherever applicable, to emphasize positive points. The result is then a fair and balanced account of what happened, rather than a one-sided and sometimes distorted view of the incident; and
2. Such a procedure enhances the college's credibility with both the press and the public.

In order to insure the most effective media relations program at Meredith, the Information Services Director is authorized to release information pertaining to emergencies, crimes, controversies, and other events to which the press has a reasonable claim. Faculty and staff members should keep the Information Services Director fully informed, both factually and promptly, about such activities in their areas of responsibility. Faculty and staff members should contact the Information Services Director before contacting the media about an activity or event at Meredith, for advice on the best procedure for media coverage, and work with the Director so information is available to allow enough time for it to be presented to the media within their schedule.

SUGGESTIONS TO FACULTY AND STAFF FOR RESPONDING TO MEDIA QUERIES

(continued from Meredith College memo)

I. First, get the reporter's name and the pul ication or station he or she is working for. Then, if you feel the request for information is reasonable, give the media person your full cooperation.

II. In answering questions, be fair, friendly, and factual.

III. Normally, you are expected to comment only on matters within your area of expertise. Sometimes, however, a reporter may ask you to comment on a subject outside your area of expertise. If you do not wish to comment, do not hesitate to tell the reporter so. Refer the reporter to the Office of Information Services if a reporter's questions can best be answered by other persons within the college.

IV. Some reporters may ask you to comment on a controversial issue with the promise that, if you so wish, your name will not be used. Unless you know the reporter, it is not usually wise to do so. (When in doubt, you may want to call the Office of Information Services for advice.)

V. When you give a personal opinion on any subject, make certain that the reporter understands that you are speaking for yourself, not for your colleagues in the administration or faculty.

VI. You should not assume that you will see the reporter's story before it is published or broadcast. The newsperson is under no obligation to show copy. If scientific or technical data are involved, you might suggest that the reporter check his or her story back with you for accuracy, particularly if the reporter is not a writer specializing in the field. (Some reporters are willing to check their technical data back with the source to assure accuracy if time permits.)

VII. When an interview is for broadcast, remember that people in radio and television news usually can report only the barest essentials of a story. They are looking for succinct answers to one or two questions. It is best to avoid time-consuming details, rambling explanations, and complicated answers.

VIII. A. Most reporters dislike material which is "off-the-record." The reason: They may later receive the "off-the-record" information from another source. If for some reason, however, you feel that you must make remarks "off-the-record," do so according to the following standards of journalistic ethics:

1. Preface each "off-the-record" statement by saying "The following material is 'off-the-record;'"

2. Indicate clearly when the reporter is "on-the-record" again; and

3. Don't say belatedly, "The material I have just given you is 'off-the-record.'"

B. After answering a press query, please inform the Office of Information Services of the call and your response. Anyone who receives queries on policy matters should refer them either to their superior, the Office of the President, or to the Director of Information Services.

C. Members of the staff should refer queries to the Director of Information Services when:

1. the Office of Information Services has already been provided information concerning the subject for which the information is being sought;

2. the query deals with an area where responsibility lies with or is shared with another administrative or academic department; and

3. the query deals with a matter of college-wide concern or policy.

HANDLING A CRISIS

(from "Dealing with Controversy," an internal memo from Marist College, Poughkeepsie, NY, adapted from ideas by the American Cancer Society)

General Guidelines:

1. Identify the issue clearly. Write it down in one or two sentences.

2. Assess the magnitude of the issue, perhaps using a scale of 1-10 (with 10 being a major item.)

3. Discuss the issue fully with the director of the area involved as soon as possible. Include the security director, dean of students or others if the matter pertains directly to their area of responsibility. The immediate concern is to ascertain the facts, then develop a correct perspective on the issue.

4. Write down facts. Where appropriate, develop a written chronology.

5. Ask the following questions:

   -Is there anyone else who should be advised of the situation? Anyone else who could provide information or impart guidance?

   -Can the president be of any assistance? Is there an official college position on this issue?

   -About whose trust and reaction are we most concerned? What is the most effective way of communicating with this group or groups?

   -What is the worst possible effect? the least? all the others in between?

6. Evaluate the information and select the most appropriate course of action, keeping in mind the desired outcome and the likelihood of achieving that outcome.

7. Draft a statement, primarily for internal use, but written carefully and well enough so it could be released to the public.

8. Advise those concerned about the issue and the college's course of action.

9. Take action.

10. A month or two hence, evaluate your decision so you can benefit from your success or mistakes.

Some Things to Keep in Mind:

1. Doing nothing is always an option.
2. Be protective of the college's image; know when you are being overprotective.
3. Honor the privacy of employees and students.
4. Consult an expert when the situation warrants it.
5. Let the facts speak for themselves. Be objective when presenting the facts.
6. Be truthful. Don't obscure or conceal information, even if it hurts.
7. Speak with one voice. Determine who the spokesman is and be sure that he or she is very accessible.
8. Don't expect any favors from the media. News is news.
9. Avoid criticizing others.
10. Remember: the best defense is a good offense.

Methods to Help Counter Controversy:

1. Phone call to key people.
2. Visit or lunch with key people.
3. News release.
4. Press conference (used rarely).
5. Letter to the Editor.
6. "Op-Ed" or editorial page column.
7. Written statement distributed in person or by mail with cover letter to key people.
8. College newsletter.
9. Feature article or news-feature series.
10. Radio or TV interview for newscast.

GUIDELINES TO PUBLICATIONS

Mary Baldwin College (Staunton, Virginia 24401)

General Information

I. Publications Policy

A. In a typical year about 65 different printed pieces will be published by Mary Baldwin College representing a considerable investment of dollars and staff time. Some of these pieces are regular publications funded in the budget of the Office of Public Relations. Others are special requests from various offices and academic divisions funded through their individual budgets.

B. Whatever the origin of each piece or the budget to which it will be charged, all publications meant for outside reading are to be channeled through the Office of Public Relations for design, editing, writing of specifications to the printer, and for control of production.

C. By using this central office, the college is able to maintain a standard of quality and appearance at the best cost possible. Also, the possibility of misunderstanding between the initiator of the publication and the printer is minimized. These guidelines are designed to help you and the Office of Public Relations work effectively together.

II. Initiating Your Publication

A. After deciding that you want a publication, please make an appointment with the director of public relations to discuss your ideas. At this meeting a publications planning guide will be prepared. Or, if you know fairly completely what you want or have published such an item before, fill out the planning guide and bring it with you to your appointment. (A planning guide is included in this booklet on page 39.)

B. The final specifications decided upon will be entered on the reverse side of the guide. This sheet then becomes a reference for you, the public relations office, and the printer for that publication.

III. Planning a Schedule

A. Allowing enough time for planning, preparation and printing is essential to receiving the best job for the money invested. Printers need at least two weeks to set copy, present proofs,

and print. Additional time must be allowed before that for design, preparation and bidding.

B. Please plan your publications well in advance. Counting from the time complete copy is submitted to the public relations office, allow for the following schedules:

1. Programs, folders - 3 weeks
2. Posters - 3 weeks
3. Brochures with pictures, booklets - 5 weeks

C. If your publication is to be mailed, be sure you add additional time to assure delivery when you want it--one additional week for a first class mailing; two additional weeks for a third class mailing.

D. News releases are an important function of the Office of Public Relations. Although design, bidding and printing are not involved, releases must be written and scheduled for the best coverage. Please bring all pertinent information, including photos, to the office two weeks in advance of requested release dates.

IV. Guide to Preparing Copy

A. Submit your copy on 8½ x 11-inch paper with one inch margins on each side.

1. Type your copy, double spaced, and number the pages.
2. If necessary to mark copy, do it in pencil rather than ink.

B. Be sure all copy conforms to MBC style regulations before submitting it to the public relations office.

C. Do not underline words unless you mean for them to be set in italics.

V. Style Requirements

A. In preparing copy for a publication through the Office of Public Relations, please observe the college style as adopted January 1, 1979. The college publications and news releases will conform to the United Press International Stylebook. A copy of this book is available for reference in the office. A brief style reference for frequently used forms is also included in this booklet.

B. Adoption of a uniform style provides consistency for Mary Baldwin publications and makes the work of editing, setting and proofreading much easier.

VI. Cost Estimates

A. Because a publication is a tailor-made product, whose quantity, format, word count, halftones, and the like are indefinite, there

is no quick answer to the question of costs. When all specifications have been determined in a conference, bids will be solicited.

B. However, the public relations office does have a newly prepared booklet for your reference which has samples and prices of several Mary Baldwin publications produced in the past year. This will give you a "ballpark" figure on similar publications. Keep in mind, that printing costs are rising 5% to 7% each year. Also, paper is now in very short (some say critical) supply and the prices rise regularly.

C. It is essential to know the maximum budget figure for the publication you have in mind before serious planning can begin.

VII. Photos and Art Work

A. A number of photographs are available for use from the public relations office files. Any photos submitted with your copy should be glossy black and white. Polaroid photos, color photos for black and white reproduction and conversion of color slides to black and white seldom meet quality standards.

B. There is a vast difference between professional and nonprofessional art work. The Office of Public Relations reserves the right to reject unsuitable art work.

VIII. Proofreading

A. The person or department initiating the publication bears the main responsibility for proofreading galleys and pages. Each proof should be initialed to avoid any misunderstanding. Proofs must be returned promptly if the production schedule is to be met.

IX. Author's Alterations

A. Typesetters do not charge for correcting their own errors, but they must charge for changes made at the customer's request.

B. The cost of making changes in galley and page proofs can be as much as $2.50 or more for the change of a single comma because of the resetting, proofreading, etc., which are involved. Please try to keep author's alterations to an absolute minimum. This can be accomplished by thorough preparation and editing of your copy before presentation to the Office of Public Relations.

X. Distribution of Publications

A. After determining the groups you want to reach, check with the public relations office to see if the master schedule has a conflicting mailing to the same group. It is important for the college's overall program to space mailings.

B. When the groups to be mailed to and the timing is determined, then order the proper computer labels through the applicable office; (alumnae labels through the alumnae office; prospective student labels through the admissions office; current and former parent labels through the development office). The Office of Public Relations has a current count of each category to help you determine quantities to be printed.

C. Present policy is that each division and office is responsible for preparing and paying for its mailings which will be either first or third class. Post Office regulations must be followed in preparing third class mailings.

*These and other materials from Mary Baldwin College were prepared after reviewing guidelines from Purdue University in "Effective Publications for Colleges and Universities," published by CASE.

SECTION TWO: JOB DESCRIPTIONS AND PR OBJECTIVES

It's probable that only a few persons would be able to describe the native environment and eating habits of the Myrmecophaga tridactyla. However, when one requests copies of a written job description and a list of a school's PR objectives, it is almost as though one had asked for some very specific facts about that animal, commonly known as the anteater. A relatively low number of institutions produce written job descriptions and an even lower number provide lists of PR objectives which the PR Director and top administration have jointly compiled. PR Directors frequently refuse to produce their job description for fear that it would be published as an accurate account of their duties. "My written job description has no relationship to my actual duties," is a typical comment.

The titles on job descriptions span a wide range. There are public relations directors, public information directors, publicity coordinators, assistants for public information, and so on. Some have dual titles such as "Public Information Officer and Director of Alumni Affairs," or "Director of Public Relations and Institutional Publications." We could not, of course, include a sample job description of each of them in this compilation, so we offer the following two guides to show you two approaches to the task of compiling one. They provide a somewhat typical cross section.

We're convinced that small PR shops from Gardner-Webb in the Carolinas to Vincennes University in the Midwest are benefitting from written public relations objectives. If followed closely, these guides provide mutual understandings of the most fundamental aspects of the PR program--what the director does and should do. We encourage a review of the following two examples, one of a shorter form and another of a longer grouping, of lists of PR objectives as models to use in developing one's own.

VIRGINIA STATE COLLEGE
PETERSBURG, VIRGINIA 23803

POSITION: Director News Bureau
(Pos. No. FA303)

SALARY: Negotiable--Commensurate with Experience and Training

CONTACT: Director
Institutional Advancement
Office of Development
Box 28, Virginia State College
Petersburg, VA 23803

EXPIRATION DATE: October 21, 1977

JOB OPPORTUNITY ANNOUNCEMENT NO. 278

APPOINTMENT DATE: November 1, 1977

RESPONSIBILITIES: The Director of the News Bureau is responsible for the production and dissemination of news and information of the College, coordinated within the framework of institutional objectives as established by the Offices of Institutional Advancement and the President.

Coordinates and participates in the development of the total communications program on campus to include publications and such media as television, graphics and photography as they relate to campus and external communication.

Coordinates and participates in the direction and implementation of public relations policy with the Office of the President.

Coordinates and selects news sources; assists in collection of facts through research and personal interviews; writes press releases designed to combat inaccurate and unfavorable public opinion, and determines appropriate distribution.

Coordinates contact with representatives of the news media; arranges for distribution of information; and obtains comments on types of news and information desired, and analyzes public opinion regarding College activities.

RESPONSIBILITIES (CONT'D): Coordinates, directs and participates in all campus activities that require publicity and coordinates the setting of priorities for news and photographic coverage of events.

Directs a periodical compilation of news and photo release statistics for the office; and directs a daily newspaper clipping service and information service for key administrators.

Directs development of archives for Office of Information Service.

SPECIFIC DUTIES: Sets up a news management program planned by the month based on schedules and events of the College and community. Establishes priority coverage; establishes a news assignment program that features faculty, students, academic areas, the College in general, the Division of Continuing Education, etc. Maintains a system of news statistics and analysis to include the dates that releases are to be placed in newspapers; makes comparison of space given in relation to other areas of the College; develops up-to-date photo proof pool and negative file. Updates, keeps current an automatic distribution list; sets up press converences and news events coverage for media and any other special events assigned by the President of the College.

QUALIFICATIONS AND EXPERIENCE: Graduation from an accredited college or university with a degree in English, Journalism, or related field. A minimum of three years of experience in newspaper work or related fields is required.

DIRECTOR OF NEWS AND PUBLICATIONS

Rockhurst College (Kansas City, Missouri)

Job Description

Position Objectives:

1. To manage department of news and publications so staff generates the widest possible coverage of Rockhurst College, both locally and nationally.

2. To evaluate the quality and scope of coverage to ensure it is supportive of the image the College wants to project and to make sure it moves us toward College marketing goals.

3. To interface with other departments within the College and make available the services of our department in the creative production of College literature and advertising.

4. To promote the College image through public relations activities.

Position Responsibilities:

A. Direct the planning, organization and carrying out of Rockhurst publicity.

   1. Produce Rockhurst Report, catalog, fund raising literature and President's report.

   2. Generate, through our department, as many stories as possible about Rockhurst College, for distribution to all media.

   3. Investigate expanded use of TV and radio media and use where appropriate.

   4. Maintain close personal contact with people in the media to further facilitate placement of Rockhurst publicity.

   5. Supervise all photography for the College.

   6. Develop the speakers bureau and literature pertaining to it.

   7. Stay informed of College happenings in order to project to the media.

B. Direct and supervise the creative production and placement of college advertising.

1. Personal supervision of creative production of pamphlets, posters, brochures, etc., channeled through this office from other departments.

2. Interface with other departments to assess their needs in advertising.

3. Investigate and produce institutional advertising on behalf of the College.

C. Provide public relations support in areas other than direct publicity.

1. Personally represents the College in the local community.

2. Provide support services for College-sponsored groups, such as the Library Guild, the Committee on the Arts, Honorary Directors Association, Rockhurst Circle, and the Alumni Association.

3. Generate ideas by which the College can promote its image in the community through areas other than direct publicity; execute ideas in cooperation with the Director of Community Relations.

D. Provide support for public relations within the College community.

1. Supervise the production of an in-house-news letter.

E. Manage the Office of News and Publications staff; provide news and publications budget information to the Director of Development for inclusion in the annual Development Department budget.

Organizational Linkages:

Reports to: Director of Development

Supervises: News and Publications Administrator

Committees, ex officio: None

PUBLICATIONS AND PUBLICITY OFFICE OBJECTIVES

Western Maryland College (Westminster, Maryland)

1. Maintain open lines of communications with all constituencies so that two-way rapport is achieved. As either primary or supportive agent, the Office of Publications and Publicity is concerned with the following constituencies: alumni; parents; students and prospective students; friends; donors and prospective donors; faculty, staff and administration; trustees; legislators; members of the local community; members of the news media.

2. Promote a positive atmosphere of receptivity and approval towards the college, its programs and goals.

3. Inform the public of current news events and long-range projects with frequent attractive publications and publicity materials.

4. Build confidence internally within the on-campus family.

5. Relate developments in higher education to the specific Western Maryland College situation so that our constituencies will understand these developments and their effects on our institution.

Private Institution

PUBLIC RELATIONS OBJECTIVES FOR 1978

Gardner-Webb College (Boiling Springs, NC)

I. General Objectives

A. To keep the public informed of significant happenings at Gardner-Webb.

B. To keep the name and image of Gardner-Webb College ever before the public as an academically superior four-year liberal arts, independent, church-related college.

C. To portray the college as a unique one in which students can learn in a Christian atmosphere, lead by a dedicated teaching staff that gives individualized attention.

D. To emphasize that the faculty, administration and staff are highly qualified individuals in their fields.

II. Administration Objectives

A. To develop a comprehensive public relations program for the college which will include media and community relations, news releases and publicity for the electronic and print media, public service announcements for radio and television, slide presentation for recruitment, and advertising.

B. Measurement Standards--Evaluation of numerical data on: budget, staff time, cost of projects in terms of both time and money. A subjective area will be an evaluation of results versus the performance of comparable communications functions in other institutions.

C. Strategy--Maintain good records of work accomplished and the time/money expenditures involved in each project or category.

III. Community Relations Objective

A. Develop and implement an aggressive, active, effective two-way communications program in the Boiling Springs-Shelby area to build strong, positive relationships, support and understanding in these communities. This will be accomplished through the President and other staff and faculty members being active in various activities in their community.

B. Measurement Standards--A sound general measurement would be an assessment of community attitudes and support. This would include an assessment of publicity received by staff, faculty and administration in the local media.

C. Strategy--Prepare a written report on the status of community relations in the Boiling Springs-Shelby area. This report should identify strengths and weaknesses, needs, problems and opportunities in each community. Also, develop a multi-purpose color slide show as a tool to build community understanding of the college.

IV. "Consumer" Communications Objective

A. By "consumer," we mean potential students and supporters of the college. Continue a low-key, low-budget program of external public relations designed to build gradual public awareness of Gardner-Webb as a strong, modern, progressive, well-managed school with a Christian atmosphere. The purpose of this activity is to enhance our relationships with supporters and students, the financial community, news media and educators.

B. Measurement--A scrapbook of representative exposure in the printed media will reflect largely the success of external communication. Notes will also be made as to public appearances of the President and other officers on radio and television. An evaluation of the qualitative aspects of the tools produced must be largely subjective, although comparisons with other colleges are certainly possible.

C. Strategies--

1. The Web. Significantly improve the content and retain the new format of this publication. Place emphasis on gifts to the college and the quality of the faculty, staff and administration. Focus on some of the objectives of the college and some of the problems. Let a thread of Christian faith run through the publication. Brighten the format to increase visual impact. Strengthen the content by focusing more on stories which stimulate prospective supporters to ask: "How can I help my college?"

   a. Change frequency to bi-monthly.

2. Slide presentation. Prepare a color slide presentation which will reflect the kind of education one receives at Gardner-Webb, to be shown at civic clubs and at other appropriate places that will gain us support and supply us with possible students.

3. Personal appearances. Promote Gardner-Webb through personal appearances on at least three regional talk shows, with a focus on the uniqueness and the high quality of education to be found at G-W.

4. Newspaper and magazine publicity.

   a. Generate at least one magazine article in a state-wide publication about Gardner-Webb, its administration, faculty, staff, trustees or programs.

b. Strive for an average of at least one news release a day going out to the media about Gardner-Webb, its administration, faculty, staff, trustees or programs. Encourage the media in the larger areas, such as Charlotte, to give some space to G-W.

c. Generate interest from the media to come to us for stories and information about the College.

d. Seek more visual representation in the media through pictures and slides.

e. Encourage the two Baptist publications in the two states to print more articles about G-W. Strive for an average of one article a month at least in the North Carolina Biblical Recorder.

5. Advertising.

a. Continue to advertise in newspapers, especially special "Colleges and Universities" editions and Sunday supplements. Continue to advertise in national and regional media, such as "College Today."

b. If the budget allows, we might try a few 30 second spots on television in the area

SECTION THREE: FORMS FOR HANDLING ROUTINE JOBS

MEMO TO FACULTY REQUESTING RELEASE DATA

Schenectady County Community College (Schenectady, NY)

DATE: March 18, 1975

MEMO TO: College Professional Staff

FROM: Bernadine Dorich, Director of Public Relations

SUBJECT: Information for Release to Media

In order to insure adequate coverage of the many activities at SCCC, it is necessary for my office to have ample notice of scheduled events. There are a variety of time factors involved, i.e., compilation of material, verification of material, mailing time, special arrangements, etc.

Consequently, it is imperative that I be notified of all such information at least two weeks in advance. For major activities, one month's notice should be considered a minimum.

In order to simplify procedures for you, as well as for me, I have devised a standard form on which all news release information should be submitted. Copies of this form, as well as a sample completed form are attached to this memo. Additional forms will be available in my office.

Although I realize that there will be times when you may not be able to abide by the deadlines indicated, the utilization of this form should provide for a minimum of confusion.

Your cooperation in following this standard procedure, however, will be greatly appreciated.

BD/jbs

NEWS STORY REPORT FORM

Schenectady County Community College (Schenectady, NY)

WHO: Student Government Association

WHAT: Annual Christmas Dinner Dance

WHERE: Ballroom SCCC

WHEN: December 14, 1975
Dinner: 7:00 p.m.
Dance: 8:30 p.m. to 1:00 a.m.
Music by "Smoke"

WHY: Student Government annually sponsors a Christmas Dinner Dance for the students, faculty, and staff of SCCC. This year's dance is based on the theme, "Tis the Season to be Jolly." Members of Student Government have been working on arrangements for the dance for the past month. Chairman for the function is Jane Doe, Student Government Social Chairman. Other committee members are John Smith, President of Student Government, Jerry Brown, Joe Conklin, and Mary Jane Fulsom. Tickets are $5.00 per couple.

ADDITIONAL INFORMATION:

Jane Doe, sophomore, English major, 117 South St., Schenectady; Parents: Mr. and Mrs. John L. Doe (same address)

John Smith, sophomore, Social Studies major, 213 Wyatt St., Glens Falls; Parents: Mr. and Mrs. Thomas E. Smith (same address)

Jerry Brown, freshman, Hotel Technology major, 222 High St., Guilderland; Parents: Mrs. James Brown (same address), father is deceased.

Joe Conklin, freshman, Science major, 565 Hoover Ave., Elnora; Parents: Mr. and Mrs. Terrence J. Conklin (same address)

Mary Jane Fulsom, sophomore, General Studies major, 4317 Eighth St., Schenectady; Parents: Mrs. Walter Ryan (same address); Mr. Harold Fulsom, 141 Freeport Lane, Baton Rouge, LA.

For Further Information Contact:

NAME John Smith or Jane Doe
PHONE 555-3000 or 666-0000
OFFICE _____

STUDENT INFORMATION CARD

Meredith College (Raleigh, NC)

(Front Side)

Home County & State _____

I.D. Number _____ Date _____

Class _____

Name _____
(Last) (First) (Middle)

Home Address _____
(Street or RFD) (Box No.) (City or Town)

_____
(State) (Zip Code)

Date of Birth _____ Place of Birth _____

Graduated From _____
(High School) (City, State) (Month, Year)

If Transfer Student _____
(School Attended) (Dates-Year)

Your Major(s) _____

Plans after Graduation _____

Father's Name _____

Father's Home Address _____
(if different from yours)

_____
(Employer) (Position)

_____
(Business Address) (Business Telephone)

Mother's Name _____

Mother's Home Address _____
(if different from yours)

_____
(Employer) (Position)

_____
(Business Address) (Business Telephone)

STUDENT INFORMATION CARD

(continued)

(Back Side)

Spouse's Name _____

Spouse's Home Address _____
(if different from yours)

Guardian's Name _____
(if different from parent)

Guardian's Home Address _____

Parent(s) membership on Meredith board(s) _____

Mother Meredith Alumna? _____ yes _____ no. If yes, _____
(Class)

_____
(Maiden Name)

Grandmother Meredith Alumna? _____ yes _____ no. If yes, _____
(Class)

_____
(Maiden Name)

Other relatives who are Meredith Alumna _____
(Class)

_____
(Maiden Name)

Newspapers which would likely use stories about you _____
(Name) (Town or City and State)

_____
(Name) (Town or City and State)

Campus Offices and Memberships in Clubs, Organizations and Society: _____
(Please indicate year)

_____

_____

_____

STUDENT HOMETOWN NEWS RELEASE

Meredith College (Raleigh, N.C.)

(C[illegible]) LOCAL MEREDITH STUDENT
ELECTED TO OFFICE FOR IMMEDIATE RELEASE

RALEIGH, N.C. (student's name),

(son or daughter) of (parents' names)

of (hometown), has been elected to

the office of

in the Student Government Association (SGA) elections held

recently at Meredith College.

FACULTY BIOGRAPHICAL INFORMATION

Schreiner College (Kerrville, Texas)

Name: _____

Address: _____

Department: _____ Years at Schreiner: _____

Academic title: _____

Courses and activities at Schreiner: _____

_____

_____

_____

Education: _____

_____

_____

_____

Academic Experience: _____

_____

_____

_____

_____

_____

_____

Academic and Professional Organizations: _____

_____

Publications and Papers: _____

_____

SPORTS PUBLICITY INFORMATION

Juniata College (Huntingdon, PA)

Name: _____ Ht. _____ Wt._____ Class _____

Birth date: _____ Program of emphasis: _____

Parents' names and address: _____

_____

Your high school: _____ high school's nickname: _____

Sports played and coaches (full name): _____

_____

Letters won, each sport: _____

Top honors received, records set, etc.: _____

_____

_____

Positions, each sport, and years started: _____

_____

Championship teams, years and titles: _____

_____

Academic honors or awards: _____

_____

Any Relatives Who went to Juniata (and their sports, if any): _____

_____

Please list all papers which circulate in your area: _____

_____

Which gives best coverage to college sports? _____

_____

TV and radio, and towns they are in: _____

_____

Why did you choose to attend Juniata? _____

_____

Any Hobbies? _____

PHOTOGRAPHY REQUEST FORM

Olivet College (Olivet, Michigan)

Subject: _____

Department: _____

Request made by: _____

Date of request: _____ Date of delivery: _____

Account no.: _____

Specifications:

Black 'n White _____

Color Prints, _____ Slides _____

Dimensions _____

No. of prints _____

Shooting Information:

Time: _____

Date: _____

Site: _____

Contact: _____

Comments: _____

_____

_____

_____

_____

_____

RESOURCE DIRECTORIES INFORMATION REQUEST

Western Maryland College (Westminster, Maryland)

Dear Faculty/Staff Colleague:

What subjects or interests would you be willing to discuss during an interview with a newspaper or other media reporter? List as many areas (e.g. astronomy, English literature, bees, Indian culture, etc.) of interest or academic expertise as you wish. Please print or type. This information will be published in the Western Maryland College Media Resources Guide, described in the accompanying letter.

_____ _____

_____ _____

_____ _____

_____ _____

My name, as I wish to see it appear in newspaper articles, is:

Name _____

Title/Rank _____

Department/Office _____

Office telephone number (just extension number) _____

Home telephone number _____

What topics would you be willing to speak on for an area club or organization which wished to invite you as a guest speaker? List both the topic and speech title, if possible. List as many as you wish. This information will be published in "Speakeasy," the Western Maryland College Speakers Bureau Guide.

Topic: (e.g. Administration) Title: "Remember Your Wastebasket"

Topic: _____ Title: _____

Topic: _____ Title: _____

Topic: _____ Title: _____

Check here if you do not wish to participate.

_____No, I do not wish to participate in the Media Resources Guide.

_____No, I do not wish to participate in the Speakers Bureau.

Please return the completed form to:

Publicity and Publications Office
Western Maryland College
Westminster, Maryland 21157

SPEAKERS BUREAU

INTERNAL WORK SHEET

Western Maryland College (Westminster, Maryland)

ORGANIZATION _____

_____

INQUIRY DATE _____ Letter _____ Phone _____

PLACE OF MEETING _____

_____

DATE _____ TIME _____ APPROX. ATTENDANCE _____

CONTACT PERSON (AND ADDRESS)

_____

_____

_____

TELEPHONE

Home _____

Work _____

SPEAKER REQUESTED

1. _____
2. _____

TOPIC

_____

_____

NOTES	FINAL REPORT
	Speaker _____ Topic _____ Confirmation letter sent _____ Reminder date _____ Sent _____ Comments received -- Yes ____ NO ____

SPEAKERS BUREAU CONFIRMATION LETTER

Western Maryland College (Westminster, Maryland)

January 25, 1979

Mr. Galen Tenney
207 Bertie Avenue
Westminster, MD 21157

Dear Galen:

This letter will confirm your request for a speaker from Western Maryland College. Details are as follows:

Organization:	Westminster Jaycees
Date:	February 3, 1979 - Saturday
Location:	American Legion Hall East Green Street, Westminster
Time:	6:30 p.m. - cocktails 7:00 p.m. - dinner 7:45 p.m. - speech (20-30 minutes) "What Makes a Great Personality"
Speaker:	Mr. Frank E. Basehoar, Adjunct Faculty, Graduate Department, Western Maryland College

We are very pleased Mr. Basehoar could accept your invitation. Enclosed you will find a short biographical sketch which will be of help to you in introducing your speaker and for any publicity you might plan. If you have any further questions, please call Mr. Basehoar at his home in Littlestown, Pa., area code 717 359-4540.

The Speakers Bureau is a vehicle whereby Western Maryland College may share its resources with the community. Your remarks to this effect will be appreciated. Please let us know if we may be of further service to you.

Sincerely,

Gladys Johnson
Speakers Bureau Coordinator

GJ/jbs

Enclosure

cc: Mr. Frank Basehoar

MEDIA RELEASE DISTRIBUTION CHECKLIST*

Loyola College (Baltimore, MD)

RELEASE TITLE: New business program launched NUMBER: 78-79-123

DATE OF RELEASE: 5-15-79

OFF - CAMPUS (U.S. MAIL)			ON - CAMPUS (CAMPUS MAIL)
news - daily ✓9 (11)	news - weekly city ✓4 (6)	news - monthly ✓11 (14)	President VP's (4) Deans (2) Dept. Chairmen: business accounting economics Student Newspaper Campus radio Dr. Smith Mrs. Jones
news directors-radio AM (16) FM (14)	news directors-tv (5)	assignment editors (3)	
wire services (2)	major calendars (8)	calendars of events (31)	
tv/radio talk shows (2)	columnists (9)	local college PR directors ✓11 (11)	
school board officials (6)	Loyola trustees ✓24 (24)	libraries (23)	
theatre, music, art (19)	public service directors (46)	local education associations ✓4 (4)	
regional, nat'l education media ✓18 (29)	religion editors (17)	local education media ✓9 (9)	
school board editors (19)	Balto. County weeklies (9)	Howard County weeklies (6)	
Montgomery Co. weeklies	Pr. George's Co. weeklies	Harford County weeklies	
OTHER NON-PLATE MEDIA: Financial Editors - supplementary list			FILE: divisions/Graduate/Business Prog. Dr. Smith

*This form is actually used on 8 1/2 by 14-inch paper. The numbers in the (parentheses) indicate the number of addresses in each category. The PR Director selects the number of addresses in each category for the release distribution, writes in the additional persons (or offices) to receive the release, and then files this form with the release for future reference.

REQUEST FOR ITEMS FOR THE CAMPUS PERIODICAL

Hollins College (Ronaoke, VA)

DATE: 12 February 1979

MEMO TO: Faculty and Administration

FROM: Gail Raiman-Helms, Director of Information (ext. 6452)

SUBJECT: Information for insertion in the March "Herald," Quadrangle Section

PLEASE TYPE AND RETURN THIS FORM TO THE INFORMATION OFFICE

We would appreciate your materials for the March HERALD by Friday, February 23. Please confine reported events to those occuring in January, February, and the first week in March. Thank you.

FULL NAME _____

TITLE _____

DEPARTMENT _____

NEWS ITEM(S) _____

PUBLICATION PLANNING GUIDE

Mary Baldwin College (Staunton, Virginia 24401)

Date requested: _____

From (Department or Office): _____

Description and purpose of publication: _____

_____

_____

_____

Quantity: _____ Maximum budget for item: _____

Account number: _____

Copy received: _____

Special requests to be considered such as color, photos, art work, fold-outs, envelopes, etc.: _____

_____

_____

_____

Distribution: _____

_____

Delivery date: _____

Time allowance for mailing: _____

Signed: _____

Date: _____

This side for use of the Public Relations Office

Size: _____ Halftones: _____

_____ _____

Pages: _____ Line art: _____

_____ _____

Paper: _____ Binding: _____

_____ _____

Ink: _____ Folds: _____

_____ _____

Type: _____ Wrap: _____

_____ _____

Other: _____

Date complete copy received: _____

Editing/conference: _____

_____

Bids: _____

_____

Date and with whom job contracted: _____

Date galleys received: _____ Returned: _____

Date page proofs received: _____ Returned: _____

Date blue-line received: _____ Returned: _____

Proofed by: _____

Delivery date: _____ Delivery location: _____

Purchase order number: _____ Invoice: _____

Delivery charges: _____

Comments: _____

_____

_____

_____

PRINTING ORDER

Mary Baldwin College (Staunton, Virginia 24401)

For: _____ Delivery date: _____

Description: _____

_____

Quantity: _____

Size: _____

_____

Pages: _____

Paper: _____

_____

Ink: _____

_____

Folds: _____

Type: _____

_____

Halftones: _____

Line art: _____

Binding: _____

Wrap: _____

Special instructions: _____

_____

Bid price: _____

Purchase order no.: _____ Deliver to: _____

_____

Date: _____ Signed: _____

PUBLICATION EVALUATION FORM

Roberts Wesleyan College (Rochester, NY)

In order to improve upon the effectiveness of our publications, an on-going evaluation is sought from a variety of sources.

Will you please assist in this process by promptly filling out and returning this evaluation sheet. Keep in mind that each publication is produced within a time frame and a budget, and that the final product is largely the result of these parameters.

Item Evaluated: _____

Return by: _____ Evaluator (optional) _____

Circle rating: 1 - Poor, 2 - Fair, 3 - Average, 4 - Good, 5 - Excellent

Content	Rating	Comments
Readability	1 2 3 4 5	_____
Copy Content	1 2 3 4 5	_____
Interest	1 2 3 4 5	_____
Layout, Design	1 2 3 4 5	_____
Photos/Artwork	1 2 3 4 5	_____
Choice of Paper	1 2 3 4 5	_____
Printing Quality	1 2 3 4 5	_____
Use of Color (if applicable)	1 2 3 4 5	_____
Overall Quality	1 2 3 4 5	_____

Suggestions or improvements:

Please complete and return to Bonnie Moore, Publications Coordinator, c/o Roberts Wesleyan College, Development Office, Rochester, NY 14624. Further questions may be answered by calling (716) 594-2525 or on campus ext. 113 or 114.

ALUMNI PERIODICAL EVALUATION FORM

Roberts Wesleyan College (Rochester, NY)

Please assist us by promptly filling out and returning this evaluation sheet. In scoring the evaluation consider both form and content.

Issue Date: _____ Return by: _____

Have you read PRISM: ____ cover to cover ____ most of it
____ some of it ____ none of it

(Rating: 5 - Excellent, 4 - Good, 3 - Average, 2 - Fair, 1 - Bad)

Content	Rating	Comment(s)
Front Cover	_____	_____
Back Cover	_____	_____
Feature Story(s)	_____	_____
Alumni News	_____	_____
Around Campus	_____	_____
Calendar	_____	_____
Mechanical		
Headline use	_____	_____
Use of color	_____	_____
Printing quality	_____	_____
Photos (line drawings)	_____	_____
Layout	_____	_____
General		
Readability	_____	_____
Interest	_____	_____
Theme	_____	_____
Quality	_____	_____

Comments or Ideas for the Future:

Please complete and return to PRISM Editor, c/o Roberts Wesleyan College, Development Office, Rochester, NY 14624. Further questions may be answered by calling (716) 594-2525 or on campus ext. 113 or 114.

ACKNOWLEDGMENTS

We are grateful for the contributions of the following men and women from small institutional public relations shops. We regret that we were not able to include all their materials since each person shared generously of his or her "trade secrets" in an attempt to make this project a worthwhile one.

We are grateful, too, for Joyce Smith's invaluable efforts in typing, editing, and proofreading these materials.

Marion Abare, Rockhurst College
Henry Alstrup, College of Saint Catherine
Linda S. Crossley, Olivet College
Linda Dickerson, Marist College
Bernadine Dorich, Schenectady County Community College
Gilbert File, Gardner-Webb College
Frances Minakowski, Loyola College (of Maryland)
Joyce Muller, Western Maryland College
Virginia W. Munce, Mary Baldwin College
William Norton, Meredith College
Charles R. Pollack, Juniata College
Gail Raiman-Helms, Hollins College
Carrie Schweitzer, Schreiner College
Elizabeth Stevens, Saint Mary's University (Canada)
Kathryn Weigel, Virginia State College
Wesley K. Willmer, Roberts Wesleyan College